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**From:** Sullivan, Julie (DPH)  
**Sent:** Wednesday, February 15, 2012 2:41 PM  
**To:** Han, Linda (DPH)  
**Cc:** Connolly, Grace (DPH); King, Karen (EHS); Cormier, Carol (EHS)  
**Subject:** Human Resources Assignment - HSLI  
**Attachments:** HSLI.xls

Good Afternoon,

EOHHS Human Resources is working with its agencies to create a Secretariat wide document detailing the "reports to" structure for managers. This report will be used to create a document reflecting actual salary compression between managers and their subordinates (compression occurs when a subordinate earns an amount almost equal to his/her manager or in some cases earns more than the manager). As we all know, there is significant ongoing discussion about salary compression but to date all discussion has been anecdotal and we would like to understand the true nature of our compression issues.

Attached is a spreadsheet that includes management and bargaining unit staff at within your bureau or hospital. Please identify **all** staff who are direct reports to each manager; both managers and bargaining unit staff, if a manager has both as direct reports.

To complete the attached spreadsheet you must enter the manager's position number, name and employee ID adjacent to their subordinates (columns **N – Q**). You can copy and paste this information. All necessary information is provided within the spreadsheet. The management to management information has been completed using the information in ACES. Please review this information for accuracy, highlighting any changes and adding managers who were hired after this report was generated.

Please return the enclosed spreadsheet to me by close of business Wednesday, February 22, 2012.

If you have any questions or need additional information please feel free to call me. My telephone number is 617-624-5291.

Thank you,